

## Message Text

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ACTION IO-14

INFO OCT-01 ISO-00 AF-10 ARA-14 EA-12 EUR-12 NEA-11  
CIAE-00 INR-10 NSAE-00 L-03 SP-02 /089 W  
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R 062143Z JUN 78  
FM USMISSION USUN NEW YORK  
TO SECSTATE WASHDC 1817  
INFO USMISSION GENEVA

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E.O.11652:N/A  
TAGS: AORG, OCON  
SUBJECT: UN ADMINISTRATION: CPC 18TH SESSION LST PART -  
EVALUATION. USDEL REPORT #7

1. SUMMARY. FOLLOWING THEIR INTRODUCTION ON AFTERNOON OF  
MAY 30, CPC DEVOTED ALL OF MAY 31 TO CONSIDERATION OF  
THE GENERAL REPORTS ON PROGRAMMING AND EVALUATION--  
JIU REPORT 78/1 (E/1978/41) AND SYG'S INTRODUCTION TO  
THE INTERNAL REPORTS ON OCEANS AND SOCIAL DEVELOPMENT  
(E/AC.51/91). CHAIRMAN EMPHASIZED THAT FINAL  
CPC CONCLUSIONS ON THESE AND THE OTHER EVALUATION  
STUDIES WOULD BE DEFERRED UNTIL SECOND PART OF THE  
SESSION. END SUMMARY

2. IN INTRODUCING HIS REPORT, AND REPEATEDLY THROUGHOUT  
THE DEBATE, JIU INSPECTOR BERTRAND EMPHASIZED THAT THERE  
COULD NOT BE SATISFACTORY EVALUATION WITHOUT GOOD  
PROGRAMMING, AND HE NOTED THAT THE PURPOSE OF EVALUATION  
WAS TO BRIDGE THE GAP BETWEEN PLANS AND BUDGETS, BETWEEN  
OBJECTIVES AND OUTPUTS. NOTING THAT MOST OBJECTIVES  
WERE NOW SO VAGUELY WORDED THAT THEY WERE ETERNAL  
AND COULD NEVER BE ATTAINED, HE DECLARED THAT THE  
MTP MUST, AT THE SUBPROGRAM LEVEL, DEFINE OBJECTIVES  
"REALISTICALLY, MODESTLY, AND SPECIFICALLY" SO THAT  
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THEIR IMPLEMENTATION MIGHT BE ACHIEVED WITHIN A FIXED  
TERM.

3. THE SYG'S "CHAPEAU REPORT" WAS INTRODUCED BY  
BUDGET DIRECTOR KURKIN, WHO POINTED OUT THAT THE SYG  
HAD IDENTIFIED MANY OF THE SAME PROBLEMS THAT THE JIU  
HAD, AND HAD ALSO PROPOSED SOLUTIONS FOR SOME (PARAS

26-49). HE EXPRESSED GENERAL AGREEMENT WITH THE JIU RECOMMENDATIONS, THOUGH WITH SOME RESERVATIONS, PARTICULARLY ON THE TIME-LIMITED FEATURES.

4. USYG RIPERT LATER REAFFIRMED THE SECRETARIAT'S SUPPORT FOR THE FUNDAMENTAL PRINCIPLES PUT FORWARD IN THE JIU REPORT, PARTICULARLY THE REQUIREMENT FOR FEEDBACK IMPACT BY EVALUATION ON PLANNING AND PROGRAMMING. NEVERTHELESS HE QUESTIONED REACHING A JUDGMENT ON THE QUALITY OF PROGRAM EXECUTION PRINCIPALLY FROM THE VERIFICATION OF MERELY QUANTITATIVE INDICATORS, AND HE POINTED OUT SOME OF THE DIFFICULTIES IN IMPLEMENTING PRECISE, REALISTIC, AND TIME LIMITED MTP'S. THESE DIFFICULTIES INCLUDED VARIATIONS IN THE QUALITY OF PERSONNEL, THE FACT THAT PEOPLE ARE NOT EASILY INTERCHANGEABLE IN THEIR WORK, AND THE TENDENCY OF GOVERNING BODIES TO FORMULATE NEW DEMANDS WITHOUT EITHER PROVIDING ADDITIONAL FINANCIAL RESOURCES OR INDICATING WHAT CAN BE CANCELLED. HE URGED THE CPC NOT TO DO AWAY WITH THE VERY NARROW MARGIN OF FLEXIBILITY AVAILABLE FOR ADAPTING ACTIVITIES TO THE DECISIONS OF POLITICAL ORGANS. HE FURTHER URGED THE CPC NOT TO SEND RECOMMENDATIONS TO ECOSOC OR THE GENERAL ASSEMBLY UNTIL IT COULD CONSIDER THE COMMENTS OF ALL THE UN DEPARTMENTS, SECRETARIATS, AND BUREAUS, WHICH HAD BEEN REQUESTED BY AUGUST 15. (FULL TEXT OF RIPERT'S STATEMENT IS AVAILABLE.)

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5. THERE WAS GENERAL SUPPORT FOR THE JIU REPORT. BELGIUM, PERHAPS THE STRONGEST ADVOCATE OF THE RECOMMENDATIONS, ACROSS THE BOARD, EXPRESSED CONCERN THAT RIPERT SHOULD SAY IT WAS DIFFICULT TO HAVE "REALISTIC AND SPECIFIC" PROGRAMMING IN HIS DEPARTMENT, WHICH ACCOUNTED FOR WELL OVER A HALF OF UN RESOURCES. (RIPERT CLARIFIED THAT THE PROBLEM WAS WITH THE TIME-SPAN OF THE MTP: THE MORE DISTANT THE HORIZON, THE MORE DIFFICULT TO BE SPECIFIC, BUT PRECISION ACCRUED AS THE TIME-SPAN SHORTENED.)

6. THE US (CUNNINGHAM) EXPRESSED BOTH SUPPORT FOR THE JIU REPORT AND SYMPATHY WITH RIPERT'S CAUTIONARY COMMENTS, SUGGESTING THAT INSTITUTING THE RECOMMENDATIONS ON A BROAD AND COMPREHENSIVE SCALE MIGHT OVERWHELM THE SECRETARIAT. HE SAID IT MIGHT BE WELL TO INTRODUCE THEM GRADUALLY OR TO SELECTED PROGRAMS THAT LENT THEMSELVES TO TIMED OBJECTIVES, MONTHLY ACCOUNTING FOR TIME, AND QUANTIFIED INDICATORS. HE ALSO CAUTIONED THAT A DISTINCTION HAD TO BE MADE BETWEEN QUANTIFIABLE AND IDENTIFIABLE LEVELS OF OUTPUT, SINCE NOT EVERY QUESTION THE UN DEALT WITH COULD BE EXPRESSED IN NUMBERS.

7. FRANCE EMPHASIZED THE IMPORTANCE OF CONSIDERING THE UN SYSTEM AS A WHOLE, RAISING QUESTIONS OF THE UTILITY OF PARTIAL EVALUATIONS AND EXPRESSING SOME DOUBTS ABOUT THE APPLICABILITY OF THE JIU RECOMMENDATIONS TO OTHER PROGRAM SECTORS THAN PUBLIC ADMINISTRATION AND FINANCE, WHICH HAD INSPIRED THEM. THE UK EXPRESSED THE VIEW THAT EVEN IF IMPLEMENTATION OF THE RECOMMENDATIONS WERE TO BE APPLIED SELECTIVELY, CERTAIN MINIMUM REQUIREMENTS SHOULD BE LEVIED ON ALL PROGRAMS.

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8. MOST OF THE DEBATE CONCERNED THE DIFFICULTY OF DEFINING THE PRECISE OBJECTIVES THE JIU REPORT CALLED FOR AND OF IDENTIFYING ADEQUATE INDICATORS OF OUTPUT AND IMPACT. MOST MEMBERS SEEMED TO AGREE THAT PURELY QUANTIFIABLE INDICATORS WERE INSUFFICIENT, BUT NO OTHERS WERE PROPOSED. THIS WAS CONSIDERED A QUESTION DESERVING FURTHER INTENSIVE STUDY.

9. THE PROBLEM POSED FOR PROGRAM IMPLEMENTATION AND PLANNING OF MANDATES ACCRUING FROM RESOLUTIONS THAT ACCUMULATE WITHOUT REPEAL, MODIFICATION, OR INDICATION OF PRIORITY WAS DISCUSSED AT SOME LENGTH. WHILE THE USSR AND SOME OTHERS EXPRESSED DOUBT THAT RESOLUTIONS COULD BE SO VAGUE AS TO MAKE EVALUATION OR PROGRAMMING UNCERTAIN, MOST AGREED THAT THERE WAS A PROBLEM. THE SUGGESTION OF THE SYG IN PARAS 27-28 OF E/AC.51/91 THAT INTER-GOVERNMENTAL BODIES ELIMINATE RESOLUTIONS THAT "CANNOT BE MEANINGFULLY AND RIGOROUSLY TRANSLATED INTO SPECIFIC PROGRAM ELEMENTS OR SUBPROGRAMS" WAS AT FIRST TREATED WITH AMUSEMENT AS AN IMPOSSIBLE DREAM

CONJURED UP BY THE BUDGET OFFICE. HOWEVER, BELGIUM  
LATER NOTED--AND OTHERS AGREED--THAT MANY OF THE  
RESOLUTIONS CONSIDERED IN THE GA AND ELSEWHERE WERE,  
IN FACT, INSPIRED BY THE SECRETARIAT. BELGIUM PROPOSED,  
THEREFORE, THAT SPECIFIC INSTRUCTIONS SHOULD BE  
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GIVEN TO THE MEMBERS OF THE SECRETARIAT TO HAVE ALL SUCH  
RESOLUTIONS MADE "SPECIFIC, MODEST, AND TIME-LIMITED."

10. IN OTHER OBSERVATIONS BOTH BELGIUM AND USSR COMPLAINED  
ABOUT THE PROBLEM OF INCOMPETENT WORKERS, AND INSPECTOR  
BERTRAND IN REPLY STRESSED THAT THERE WAS ALWAYS  
NEED FOR GREATER DISCIPLINE WHICH, CONTRARY TO EXPEC-  
TATION, FOSTERED GOOD MORALE. YOUNG

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## Message Attributes

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